1.0.6 Program structure and flagship projects

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The program’s approach also fosters such integration, and mirrors the Livestock and Fish CRP approach to focus and integrate its value chain work for particular commodities in priority countries, particularly for rapid growth trajectories. It will extend to selected sites where the Humidtropics and Drylands CRPs have worked on systems issues and apply a similar approach, focusing on the role of livestock within a systems perspective particularly aimed at enhancing resilience for fragile growth trajectories. Focus systems and value chains in priority countries—the ‘integrated field laboratories’ for the CRP are shown in Table 1.3.

The selected value chains are based on business cases developed for the Livestock and Fish CRP, or more recent major programs. Systems sites were chosen through the systematic processes of the Drylands and Humidtropics CRPs. At least three countries will have both ongoing value chain and systems work, offering efficiencies and synergies in terms of resources, as well as encouraging close interactions between the research strands on inclusive sustainable intensification and enhancing resilience. Beyond these, work in other locations will be undertaken to deliver research outputs in relation to particular flagship and cluster priorities, as well as the overall program portfolio. A good example of this type of research is that on poultry genetics, where the rationale for including work on species and locations not among the focus value chains and systems listed below includes:

* The Livestock and Fish CRP had not found a ready business case for immediately considering a focus on a pro-poor poultry value chain when it started given the perceived challenges of research improving on what existing commercial systems already offer, but had certainly not ruled it out, having committed to do more scoping work. Undertaking such a poultry genetics project provides that opportunity.
* The generational cycle for ruminants and pigs is fairly long, which considerably slows down the rate of genetics research. Thus, there are advantages of the much faster cycle with poultry to test different models and to speed up work on genetic approaches.

Further locations may subsequently be considered, identified and prioritized using the approaches from cluster 1 of the Livestock Livelihoods and Agri-Food Systems flagship.

**Table 1.3. Summary of Livestock CRP focus systems and value chains in priority countries**

|  |  |  |
| --- | --- | --- |
| Country | Value chain | System |
| Burkina Faso | Small ruminant value chain |  |
| Ethiopia | Small ruminant value chain | Enhancing resilience in pastoral systems |
| India | Dairy value chain (TBC) |  |
| Kenya | Dairy and beef value chains | Enhancing resilience in arid and semi-arid lands |
| Nicaragua | Dairy/dual purpose cattle value chain |  |
| Tanzania | Dairy value chain |  |
| Tunisia | Small ruminant value chain | Enhancing resilience in rangelands |
| Uganda | Pig value chain |  |
| Vietnam | Pig value chain | Enhancing resilience in marginal, humid regions |

A key lesson emerging from the Livestock and Fish CRP is that integrated work within a target site can only succeed if there are sufficient human and financial resources to implement the interdisciplinary model and bring the strengths of each flagship to bear. Given the current levels of human and financial resources in the priority countries, efforts to raise new resources for the currently under-resourced Nicaragua and Vietnam will be given precedence, with a similar approach for India and Burkina Faso subsequently phased in. In the absence of new resources, a fully integrated portfolio of research in these countries cannot be undertaken.

While all five research areas are essential for ultimate success, certain may hold more promise individually than others for generating returns to research investment in the longer term. To take this into account when deciding the relative level of effort to assign to each flagship, a rapid prioritization exercise has been undertaken to assess their relative impacts (see Annex 3.10.2). The exercise applied a weighted multiple objective ranking, including a standard returns-to-research model, to the proposed flagship areas of research, with the results informing the allocation of resources across the areas of research (see budget narratives). The results indicate the proposed agenda achieves a reasonable portfolio of outputs and outcomes targeted covering a range of those that are shorter term and lower risk through to longer term and higher risk. No clear outliers emerge at either end of the spectrum to guide a major reallocation of resources at this point in time.

1.0.7 Cross-CRP collaboration and site integration

At the CGIAR system level, key dimensions of partnership strategies relate to collaboration and integration with other CRPs and integration across sites.

For this CRP, six cross-cutting collaborative relationships will be important in addition to multiple links with other agri-food systems CRPs: with A4NH on issues of food safety, zoonoses and human nutrition (largely with the Livestock Livelihoods and Agri-Food Systems flagship and to a lesser extent with the Animal Health flagship); with FISH on animal-source food (also with the Livestock Livelihoods and Agri-Food Systems flagship) and on the joint technology research initiated under Livestock and Fish (with the three technology flagships); with DCL on production systems and productivity in the drylands (mainly with the Livestock Livelihoods and Agri-Food Systems flagships); with CCAFS on mitigation of livestock emissions and engagement in global policy discussions (with the Livestock and the Environment flagship); with WLE on livestock and environment, particularly water (with the Livestock and the Environment flagship) and with PIM, on work to build livestock into IMPACT modelling in foresight and *ex-ante* impact studies and on value chain methodology development (all with the Livestock Livelihoods and Agri-Food Systems flagship) and on land tenure/property rights issues (with the Livestock and the Environment flagship). Details of these and other cross-CRP collaborations are given in Annex 3.6.

The CRP will be able to contribute significantly to the CGIAR site integration effort, given that it will have major engagement in five countries initially: two of the six Site Integration++ countries (Ethiopia, Tanzania) and two of the fourteen Site Integration+ countries (Uganda, Kenya), with intentions to strengthen engagement to two additional Site Integration++ countries (Nicaragua, Vietnam) and two more Site Integration+ countries (Burkina Faso, India).

CRP partners actively participated in recent site integration consultations and workshops in 7 countries. ILRI led the process in Ethiopia, ICRAF in Kenya, and CIAT in Nicaragua and Vietnam. The CRP is engaging with national partners and the other CRPs in these countries to explore how the systems work can be effectively integrated across CRPs in ways that respond to national agendas.

To further strengthen the CRP engagement in site integration activities, the CRP management budget will fund a portion of the salary and operational costs of a CRP country coordinator in each country, with modest resources for the CRP’s contribution to site integration in each target country.

During the proposal development process, the team engaged with stakeholders and partners around the world to generate inputs and feedback on the proposal focus and implementation modalities. Insights from several CGIAR country/site integration workshops were fed back via centres that participated in each. Several Livestock CRP-specific face-to-face meetings were convened by CRP partners, and in a number of priority countries to introduce key elements of the proposal and provide an opportunity for feedback and inputs. Alongside the face-to-face discussions, an online space was set up to solicit inputs on the same questions (see Annex 3.10.4).